COLUMBIA BASIN TRUST

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2005 OPERATIONS PLAN

This plan has been developed on the status quo, as at January 10, 2004. If there are changes coming from the anticipated finalization of the Core Services Review process, the Operations Plan will be updated and submitted to the Board for approval. The attached plan is supported by the budget submitted by Bob Krysac, CBT Chief Financial Officer, at this meeting.

This plan contains plans for the following segments of CBT Operations:

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GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
Corporate: ***5.5FTE's*** To support and enable CBT Board and staff to deliver the investment and delivery of benefits programs effectively. **Governance:**				
1. Review CBT as a whole in light of anticipated new directions from the Province	Continue to participate in core review process.	Provide Province with any necessary information to enable finalization of core review process.	Information supplied.	Strategies developed when outcome of core review process is known.
	Respond to directives coming from finalization of core review process.	Develop corporate strategies once outcome is known. Incorporate input from Sector Committees to CBMP.	Strategies developed	Smooth transition process.
2. Revised Columbia Basin Management Plan presented to general public through the 2004 AGM.	Completed and Board approved CBMP ready for 2004 AGM.	Incorporate input from Sector Committees to CBMP. Present to Board for review and approval.	Task of revising CBMP complete.	Completed revised CBMP released to public at 2004 AGM
Human Resources:				
1. Staff levels and skills are sufficient to undertake directions coming from the Board and core review process.	Continue to review staffing levels and skills in light of new directions and ensure consistency with organizational resources.	Continue to work with Field staff to ensure new direction is consistently undertaken.	Community development projects begin to emerge.	Staff report regularly on work in communities. Board informed of programs.
2. Board Task Forces, Committees of the Board and advisory committees are supported.	Ensure Board committees, task forces and advisory committees have the organizational resources they need.	Review with the Board and staff the support to Board committees, task forces and advisory committees to ensure that it is sufficient and make adjustments were necessary.	Board and committees satisfied with staff support.	Review for when outcomes of core review are known.
3. Continue to develop a solid organizational base with a skilled and enthusiastic staff team.	Work with staff to ensure they feel secure in their abilities to do their jobs. Promote balanced lifestyle for staff to ensure staff retention and health.	Review individual performance plans with each staff member including discussions of a balanced lifestyle and office working conditions.	Organization has a solid base with a skilled and enthusiastic staff team.	Stable, skilled staff team.

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		Review staff and organizational needs and/or training opportunities where necessary.	Staff feel well equipped to perform in their roles.	Training supplied where necessary.
4. Staff team work as a whole. Board policy applications being administered in all parts of the Basin.	All staff have opportunities to raise issues and deal with them.	Hold 2 full staff meetings per year including a staff-planning workshop.	Staff meetings held.	Staff operate as a team, are fully informed and able to identify and deal with issues as they arise.
	All staff are informed regularly on all areas of CBT operations.	Hold 4 delivery of benefits administrative staff meetings to ensure issues are raised and dealt with and there is consistency in administrative procedures in all offices.	Administrative staff meetings held.	Consistency in administrative procedures in all offices.
		Hold 6 Field staff meetings to deal with operational policy issues.	Field staff meetings held.	Operational policy issues are dealt with.
		Hold bi-weekly staff teleconferences to keep all staff up to date on all areas of CBT.	Bi-weekly staff teleconferences held.	Staff are kept informed.
		Develop new staff committee.	Vehicle developed for staff concerns to be brought forward.	Form staff committee.
Administration:				
1. All staff systems and equipment in place to enable staff to efficiently serve Basin residents.	Organizational policies and procedures are in place to facilitate smooth operations.	Review existing and new operational policies as required to ensure policies and procedures are current.	Administration Manual current and all staff aware of protocols, policies and procedures.	Organization operates smoothly. Positive response from Basin residents regarding access to staff.
	CBT offices are equipped and able to serve the needs of the Basin residents.	Regularly review and identify what CBT offices need to be able to serve the needs of the Basin residents.	No complaints regarding staffing and equipping of CBT offices.	Basin residents' able to access to CBT staff easily. Positive response from staff that they have all the tools, skills, support and equipment to do their jobs well.

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2. CBT is able to comply with government reporting effectively and Freedom of Information (FOI) Act requirements.	Systems for creating reporting and FOI Act requirements are in place.	Staff keep in touch with the government and attend meetings to keep up to date with requirements.	Government reporting and FOI Act requirements are met.	Service Plan, budget estimates and Annual Reports are filed with the Province on time.
		Review current systems for responding for effectiveness and make changes as required.	CBT systems facilitate reporting requirements.	Current systems are reviewed and changes made as needed.
Corporate Planning:				
1. CBT has all necessary plans developed for Board approval to guide operations.	All government plans and reports on plans are developed for Board approval.	Planning group works with provincial government and staff to prepare annual 3-year Service Plan and Annual Report on Service Plan.	Service Plan and Annual Report on Service Plan completed.	Service Plan and Annual Report on Service Plan approved by Board.
2. Board approves annual plan to guide CBT operations.	Operation Plan developed for Board approval. Strategic Plan is contained in Columbia Basin Management Plan.	Planning groups work with staff and advisory bodies to provide guidance in developing the annual program plans for Board approval.	Annual program plans developed and submitted to Board for approval.	Annual program plans approved by Board.
		Annual Operations Plan developed for Board approval.	Operation Plan submitted to Board for approval.	Operation Plan approved by Board.
		Prepare Annual Status Report for Board information.	Status Report on previous year's Operation Plan is submitted to Board for information.	Board has Status Report on previous year's Operation Plan.
Monitoring and Evaluation:				
1. Ensure that implementation of M&E goes forward as quickly as possible, consistent with the Board's M&E policy and coordinated with the organizational changes coming out of the Transition Working Group work.	Increase from FY04 the number and variety of activities into which M&E has been integrated.	Work with staff/partners to identify opportunities for, and integration of M&E into activities.	M&E integrated into as many activities as is appropriate.	M&E integrated into activities.
2. Provide CBT Board, staff, committee and delivery partners with monitoring and evaluation information by overseeing, guiding and providing resources for evaluations to be done in FY05 (and on-going.	Create and provide access to quality information regarding conducting evaluations.	Find and make useable to staff, committee members and delivery partners information regarding conducting evaluations.	Monitoring and evaluation information provided through evaluations conducted.	Monitoring and evaluation information provided to staff, committee members and delivery partners information regarding conducting evaluations.

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	Provide evaluation expertise and facilitate conducting evaluations for staff, committee members and delivery partners.	Provide evaluation expertise and oversee evaluations for staff committee members and delivery partners. Work with consultants, staff, committee members and delivery partners to analyze evaluation data for use by board, staff, committee members and delivery partners.		
3. Develop relationships and create resources to support the monitoring and evaluation activities required by Board policy care incorporated into projects funded by CBT.	Develop and implement processes to integrate monitoring and evaluation into the projects funded by CBT.	Work with staff and partners to identify, develop and implement M&E processes consistent with Board policy are incorporated into the implementation and reporting processes of CBT funded projects.	Reports from project proponents provide evidence of results consistent with CBT's M&E policy and procedures.	Developed and implemented M&E reports assist in decision making process.
4. Ensure availability of good quality information for CBT's accountability needs.	Develop and implement information gathering tools for meeting accountability needs. Analyze and report on data gathered for meeting accountability needs.	Conduct research to ensure that good information gathering tools are developed to provide information needed for meeting accountability needs. Work with staff, partners, government and other organizations to ensure the best quality of data is available for reports associated with CBT's accountability needs.	Quality data is available for reports associated with CBT's accountability needs. Good quality data available.	Good information gathering tools are developed to provide information needed for meeting accountability needs. The best quality of data is available for reports associated with CBT's accountability needs.
Records Management: The records management department will strive to ensure that employees of the Columbia Basin Trust are given the capability to readily create, maintain, access, disseminate and dispose of any media that is needed to successfully accomplish their jobs, subject to the *Document Disposal Act*.	Hire a consultant to develop the operational records retention program (ORCS), as required by the Ministry of Management Services.	Invite 3-4 consultants to respond to a letter of invite for the work involved in developing the ORCS program.	Consultant hired. ORCS developed. ORCS is passed by BC legislature for use.	Consultant is hired, estimated June 2004. ORCS is developed, estimated completion time 1 year ORCS is passed by BC Legislature estimated Fall 2005.

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	Implement the Administrative Records Classification system (ARCS) to the corporate records and the Operational Records Classification System (ORCS) to the operational files.	Review all archived files (5,000+) to determine if the files are corporate or operational files.	Conversion of archived files have been completed.	Archived files are converted estimated completion 2007.
		Review all active files to determine if the files are corporate or operational files.	Implement ARCS and ORCS.	Implementation started after confirmation that ORCS has been passed by BC legislature. Ongoing.
	Implement a Vital Records Protection and Disaster Recovery Planning program for CBT.	Identify the functions that are essential to the primary mission of CBT.	Functions are identified.	Vital functions are identified, estimated Spring 2005
		Identify the records whose informational value of CBT are so great, and the consequences of loss so severe that special protection is justified.	Records are identified.	Vital records are identified, estimated Spring 2005
		Develop written policy and procedures to be included in the Records Management Program manual.	Policy and procedures written.	Policy included in Records Management Program manual, estimated Spring 2005
	Develop a Records Management Procedure Manual.	Designate authority for the centralized control of all records management activities.	Authority is designated.	Upon completion of core review.
		Standardize all procedures for a records management program.	Records Management Program Manual is completed and disseminated to all staff.	Records Management Program manual is provided to all staff, estimated Spring 2005.
		Provide training to all staff.	All staff are provided with the necessary training to use the ARCS and ORCS system.	Staff are provided with training, estimated Spring 2005.
		Perform audits of the Records Management Program to ensure that all systems are working in accordance to the manual.	Audits are performed every 6 months for the first 2 years, then yearly after to ensure the Records Management Program is working according to the manual.	Audits performed, estimated Spring 2005.

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Accounting: ***4FTE's***				
1. All features of accounting software in full use.	Use accounting software.	Accounting department using all features of accounting software.	Accounting department working to a maximum of efficiency.	Accounting software is used.
2. Quarterly budget reports available to Board and staff.	Board and staff have quarterly reports.	Continue to have reports available.	Reports available.	Board and staff have on-going access of reports.
3. Investment rate of return reports available through accounting software.	Investment program rate of return reports available.	Develop software program rate of return reports.	Software developed for on-going investment program rate of return reports.	On-going investment program rate of return reports available.
4.				
5. Integration of financial systems between CBT, CPC and other subsidiaries completed, is so directed by core review process.	Financial systems integrated and functioning smoothly.	Implement the work tasks necessary to ensure integration.	Smooth operation of integrated financial systems.	Completion of integration.
Information Technology: ***3FTE's*** **$5,000,000.00**				
1. CBT's and CPC's information technology systems support organizational productivity and effectiveness.	CBT/CPC IT systems, applications, and processes maximize productivity.	Develop in consultation with users and implement the appropriate systems, applications and processes required to improve organizational productivity and effectiveness.	Users report increased productivity and effectiveness.	IT systems work smoothly. Minimal downtime.
		Develop and implement Office, IMS and Windows training plans.	Training plans developed.	Training supplied as needed to IT staff.
		Implement training on applications for staff.	IT staff trained and satisfied in applications	Applications developed when needed.
			Users trained and satisfied in applications.	Training supplied as needed to both CBT and CPC staff.
		Maximize systems availability.	Uptime increased.	Systems are available.
	Increase organizational efficiency.	Seek to minimize CBT capital, hardware, distribution, travel and operational costs.	Review of IT costs indicates costs have decreased.	Costs decreased by 5%.

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		Minimize cost of doing business with CBT.	Review of partners indicates decreased costs.	On-line applications in place.
		Automate reporting and other information/communication needs of CBT partners.	Reporting and other informational and communication needs are automated.	Reporting, informational and communications needs are automated.
Communications: ***2FTE's***				
1. Ensure CBT's communications support organizational goals, objectives and activities.	To inform Basin residents of CBT activities.	Develop, produce or revise communications material to ensure information is provided to Basin residents.	Produce and distribute an Annual Report to Residents.	Report to Residents delivered to every home and business in the Basin.
			Maintain and update the CBT website.	CBT website is maintained and updated.
			Produce and distribute press releases and advertising on CBT activities.	Press releases are produced and distributed and CBT activities are advertised.
			Produce and distribute a programs guide.	Programs guide produced and distributed.
	To inform staff, Board, advisory members, delivery agents and partner organization about CBT activities.	Develop, produce or revise communications materials to ensure information is provided to staff, Board, advisory members, delivery agents and partner organizations.	Produce and distribute CBT Connection newsletter six times per year.	Newsletter is distributed six times per year.
		Undertake activities that provide opportunities to inform staff and Board of CBT activities.		
	To create communications tools and inform CBT staff and Board about the tools available to support the activities of the organization.	Develop, produce, or revise communications tools for use by CBT staff and Board.	Produce a power point presentation on CBT.	Power point presentation on CBT produced.
		Undertake activities that provide opportunities to inform Staff and Board of tools available.		

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	To support the communications component of the Water Initiatives Strategy.	Develop, produce and/or revise materials relating to Water Initiatives. Undertake activities that support the communications component of the water initiatives strategy.	Update water panels for display system. Produce materials that support Phase II of the strategy. Participate on the Water Initiatives Committee. Attend conferences, events, trade fairs relating to water issues.	Water panels for display system are updated, Fall 2004 Materials produced, Fall 2004 Participate on Water Initiatives Committee. Attend conferences, events, trade fairs relating to water issues.
POWER INVESTMENTS: ***2FTE's*** 1. Ensure that CPC fulfills its duties and responsibilities as Manager of the joint venture power projects.	Ensure the Manager oversees the Brilliant Expansion Project such that construction continues on schedule and on budget. Ensure the Manager oversees the operations and maintenance of the Brilliant Dam, the Brilliant Terminal Station and Arrow Lakes Generating Station (ALGS) such that the value of these assets does not decline.	Ensure the Manager has appropriate performance measures in place and achieves those performance measures within the targets set. Liaise with the Manager to ensure direction from CBTE Board exists on all key aspects of power project development and power asset manager. Earn a rate of return on power project investment that is commensurate with the higher returns in the energy industry. Direct the Manager to investigate all feasible alternatives when developing such projects as the Waneta Expansion.	CBTE reviews business decisions for comparability to those of similar organizations and achieves better than average returns for similar operations/investment portfolios. CBTE retains sufficient energy industry expertise for its Board. (Expertise in areas of power project investment and management, electricity trade and natural gas markets.) CBT produces an annual Business Plan for the coming fiscal year (reviewed every quarter by the CBTE Board) with clear goals and objectives. CBTE communicates these goals and objectives to the Manager and ensures the Manager follows them. CBTE updates its Policy Manual, based on energy industry research, and sets out clear policy on power project assessment and development, trade and credit risk management.	$6.3 million in net income from ALGS and Brilliant Dam Power sales. All other performance measures are on-going.

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			CBTE efficiently disperses power project investment returns.	
2. Ensure that the CBT Board is aware of all relevant issues when making decision that will impact the joint venture power projects and CBTE.	Clearly articulate the advantages and disadvantages of proposed contracts, regulatory participation and any strategic initiatives to the CBT Board, as well as a recommended course of action.	Annually present the CBTE Business Plan to the CBT Board for approval and brief the CBT Board as required on any forthcoming issues. Provide CBT Board with regular reporting on relevant industry activities and trends. Liaise with CBT Board and staff when necessary.	CBT Board of Directors approves the CBTE Business Plan for the coming fiscal year.	FY 06-07 Business Plan approved.
3. Ensure CBTE Board is aware of all energy industry developments and assesses the significance of such developments in the context of the joint venture power projects and the possible expansion of CBTE's portfolio outside of power generation projects.	Obtain the appropriate market monitoring software and expertise to support the CBTE's Board decision-making and risk management processes. Investigate business opportunities in the energy industry outside of power project development and management.	Review and analyze market conditions on an on-going basis. Provide CBTE Board with regular reporting on relevant industry activities and trends. Monitor the viability of alternate energy resources for possible investment if such resources are cost competitive. Share energy industry analyses with the Manager whenever necessary.	Ability to anticipate key market events and impact on industry. Market monitoring and market analyzing software effectively utilized within the organization. Alternate energy resources and opportunities researched and catalogued. Forward price curve regularly recalibrated and analyzed for accuracy.	Actual market prices within the 25-75% band on the average. All other performance measures are on-going.
***NON-POWER INVESTMENTS:* 2FTE's** Through CBT subsidiaries, we will invest CBT's non-power investment and the capital portion of power project dividends into non-power investments in a manner consistent with the governance and policy adopted by the Columbia Basin Trust to achieve the objectives outlined in the Management Plan and in the investment policy.	Staffing/Consulting levels.	Maintain adequate staff/consulting levels to effectively manage existing investments and new investment opportunities.	Establish roles and responsibilities of new/existing personnel. Determine staffing levels to effectively manage the Basin Fund portfolio.	A comprehensive review of personnel skills. Recruit and hire appropriate staff.

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	New Investment opportunities.	Seek, negotiate and structure new investment opportunities.	Investigate and research new opportunities. Prove feasibility in project. Organize project rules, negotiations and contract. Perform the appropriate due diligence to substantiate the long-term value of an investment. Ensure appropriate benchmarks and payment schedules are met.	Acceptance and/or rejection of new investment opportunities.
	Basin Fund Portfolio.	Monitor and manage existing investments, consistent with the Basin Fund Policy.	Capital is adequately protected and rate of returns are maximized in order to achieve a 6% rate of return over an 8 year rolling average. Strengthen efforts to consolidate the rule of sound business practice and good governance. Oversee all portfolio and asset management responsibilities. Maximize the value of an asset.	Capital is protected and a 6% rate of return over an 8 year rolling average is achieved. Attraction of new income to the region. Greater access to capital for businesses. Economic spin-off benefits. Employment in the region.
	Real Estate Investments.	Monitor and manage real estate investments under the subsidiary CBT Real Estate Investment Corp.	Oversee the leasing, financial, maintenance and renovations of all aspects of CBT's real estate investments. Source the investments. Perform the appropriate due diligence to substantiate the long-term value of an investment.	Monitor and manage the real estate investments.

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			Close the acquisition and/or loan transaction. Develop appropriate investment strategies. Maximize the value of an asset. Capital is adequately protected and achieving market rates of return.	
	Loan Syndication Program.	Monitor and manage the Loan Syndication Program under the subsidiary CBT Small Business Investment Corp.	Source the investments. Perform the appropriate due diligence to substantiate the long-term value of an investment. Close the acquisition and/or loan transaction. Develop appropriate investment management strategies. Capital is adequately protected and achieving market rates of return. Continue to work with credit unions to ensure business opportunities in the Basin are maximized.	Monitor and manage the existing Loan Syndication portfolio.
	Special Project – Small Business Lending Program.	Explore/investigate the delivery of a new Small Business Lending Program.	Organize development, investigate and research. Delivery mechanisms would allow CBT to participate in a manner consistent with its investment mandate. Identify possible partners and establish relationships.	Implement Small Business Lending Program initiative if adopted.

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	Reporting.	Work with the CFO to develop appropriate financial recording and reporting for the Investment Committee.	Effective monitoring of various investment initiatives.	Annually.
	Venture Capital Fund.	To make growth-equity or equity related investments in privately held companies.	Organize development, investigation and research analysis and frame design. Prove feasibility in project. Organize project rules, negotiations and contract. Work closely with the Consultant to ensure appropriate benchmarks and payment schedules are met. Perform the appropriate due-diligence to substantiate the long-term value of an investment.	Manage existing venture capital investments. Implement venture capital initiative if adopted. Adoption or rejection of new venture capital investments.
DELIVERY OF BENEFITS: ***9.5 FTE's*** Provide on-going benefits to support the efforts of Basin residents in the areas of economic development, social well-being, and preservation, protection and enhancement of the environment.	Increase responsiveness to community needs and priorities in CBT program delivery.	Implement new delivery structure and identify community needs. Develop and implement new program delivery mechanisms.	Communities have access to capacity building dollars and satisfied with process.	Apply new delivery mechanisms.
	Contract management procedures and protocols are consistent throughout the Basin.	Have meeting and homogenize contracts, RFP's, applications and proposal process.	Contract management procedures consistent throughout the Basin. Partners and delivery agents satisfied with processes.	Consistent new contract management procedures.
	Community Liaison staff work more closely with communities, and liaise with Board members in their geographical areas.	Community Liaisons and Community Liaison Assistants meet regularly to review consistency in documentation in all programs.	Board members informed of local issues.	Good Board/staff working relationships.

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Community Initiatives: **Proposed Budget: $1.3M** To increase opportunities for Basin residents to meet community priorities on a geographic level.	To provide an avenue for local communities to identify and meet their own needs.	To continue to fund Community and Affected Areas Initiatives.	Local Governments receive funding for a large variety of projects.	Local government receives funding. Projects important to local communities continued to be funded throughout the Basin.
	To increase program efficiency.	To continue to hold meetings with Local Government Staff. Meetings with staff are held and administrative procedures reviewed and adjusted accordingly and results are communicated to CBT Board of Directors.	Local Government staff satisfied with CBT procedures.	One meeting per year between CBT Community Liaison staff and Regional Districts staff is held.
Economic Programs: 1. **Basin Business Advocates:** **Proposed Budget: $210,000.00** - Enhance the sustainability of Basin businesses.	Increase the number of businesses accessing the program. Increase service to young entrepreneurs. Increase support for businesses planning to access or already accessing markets outside the Basin.	Provide business consulting and support services.	Businesses accessing service are satisfied.	Continue to assist businesses.
Environment Programs: 1. **Environmental Education and Awareness (EEA):** **Proposed Budget: $400,000.00 (Budget includes money for Community Environmental Projects)** - Provide funding for Environmental Education and Awareness activities in both a school based and public (general community) forum.	To promote a sense of environmental stewardship and a sense of Basin Citizenship from an environmental perspective.	Use Request for Proposals process to provide funding for environmental education and awareness projects.	Request for Proposals process undertaken.	Request for Proposals, February 2004.

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	To promote environmental public education and awareness through community involvement and local empowerment. To promote an understanding of Columbia Basin ecosystems and environmental issues to school aged children throughout the Basin.	Use Delivery Partners to implement environmental education and awareness projects.	Environmental education and awareness projects funded.	Delivery of projects commence March 2004.
	To assess and evaluate program effectiveness.	Mechanisms to obtain feedback from participants in program will be developed.	Create an evaluation plan and execute.	Evaluation plan undertaken and results incorporated into next year's planning.
2. **Sustainable Community Initiatives: Proposed Budget: $0 (Unallocated funds from Environment Conditions FY04 to be transferred into Sustainable Communities Initiatives.** - Work holistically, in collaboration with other CBT sectors (social, economic and environment) to identify options for a Sustainable Communities Initiative, which addresses Basin wide well-being.	To be determined in collaboration with CBT staff and advisory bodies representing holistic perspectives (social, economic and environment).	Initiate dialogue with CBT staff and advisory bodies and develop recommendations for consideration.	Dialogue initiated and recommendations developed.	Dialogue initiated and recommendations developed.
3. **Community Environment Projects: Budget: $400,000 (Budget includes money for Environmental Education and Awareness)** To provide funding to community initiated and/or supported environmental projects that are linked to ecosystem restoration and conservation activities.	To support community initiated and/or community supported ecosystem conservation and restoration projects.	Use Request for Proposals process to provide funding or community initiated and/or community supported conservation restoration and stewardship projects.	Requests for Proposals process undertaken.	Request for Proposals completed.
	To support Basin resident in their efforts to implement/undertake environmental stewardship projects in their communities	Use Delivery Partners to implement community initiated and/or community supported conservation, restoration and	Ecosystem conservation and restoration projects funded.	Delivery of projects commence March 2004.

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		stewardship projects		
	To support communities to incorporate ecological/environmental priorities into planning processes and other activities.			
	To assess and evaluate program effectiveness.	Mechanisms to obtain feed back from participants in program will be developed.	Create an evaluation plan and execute.	Evaluation plan undertaken and results into next year's planning.
Education Programs: 1. **Resources for Family Literacy: Proposed Budget: $90,000.00** - Maintain and build on the literacy work in the 17 local communities.	Support community planning, priority setting and partnership building.	Carry out regular community and Alliance planning processes to celebrate, listen, plan and set realistic priorities.	Number of communities with community literacy service plans. Baseline to be established.	Baseline established.
		Develop and coordinate a Basin wide conference about workplace literacy and recreating rural communities.	Number of community partnerships identified by community coordinators in yearly report to CBAL. Baseline to be established.	Baseline established.
		Meet with school superintendents to continue to work with them on identifying and coordinating meeting goals common to CBAL and schools.	Number of regional partnerships resulting from regional coordinators work. Baseline to be established.	Baseline established.
		Regional coordinators to meet with each of the community literacy advisory committees at least once a year.		
	Innovate, pilot and incubate new literacy resources and programs.	Research and develop a youth literacy program.	Number of new programs. Baseline to be established.	Baseline established.
		Expand the delivery of the young parents education program to those communities which currently do not have the program.	Number of new resources. Baseline to be established.	Baseline established.
			Number and range of programs available in each community.	Baseline established.

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		Develop and coordinate a Basin wide conference about workplace literacy and recreating rural communities with a view to creating a workplace literacy program.	Baseline to be established.	
- Expand the involvement in adult literacy.	Provide new adult literacy services where there are community gaps.	Consult with community organizations and groups to identify and develop ways to address literacy service gaps.	Number, kind and range of involvement in adult literacy program. Baseline to be established.	Baseline established.
2. Training Fee Support: **Proposed Budget: $120,000.00** - To provide access to employment based, short term training to Basin residents.	To deliver a small bursary style program in all Basin communities using the network of Employment Assistance Services.	Through a delivery partner Information is advertised, applications solicited and adjudicated.	More Basin residents employable.	Program used effectively.
Arts, Culture and Heritage Programs: **Proposed Budget: $220,000.00** **1. Funding Support to Communities through Communities Arts Councils: Budget: TBA** - To increase arts, culture and heritage opportunities by providing resources to Basin communities.	To build capacity and strengthen Community Arts Councils.	Provide funding to each of the 18 local Community Arts Councils to fund one or more projects per community.	Project proposals recommended by Arts Councils will be reviewed directly by the CKCA Steering Committee.	Funding provided to each of the 18 local Community Arts Councils.
	To respond to unique local issues. Provide funds directly to artists, cultural and heritage workers. To involve more artists in local projects and arts decision-making.	Each Community Arts Council develops a community process for considering local issues and possible projects. Proposals from individuals and community groups will include detailed budgets and project goals.	Projects funded.	Projects funded.

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	To raise awareness of artists as belonging to the Basin and being interpreters of Basin culture.			
2. **Capital Funding.** **Budget: TBA** - To provide culture and heritage organizations with capital resources.	To provide one-time capital funding to arts, culture and heritage organizations or venues for renovations, equipment (lighting/sound), upgrading or initiating facilities, acoustical improvements to meet artistic needs.	Applications made available throughout the Basin and reviewed by the Steering Committee.	Projects funded.	Projects funded.
3. **Funding Support to Touring.** **Budget: TBA** - To provide resources to support Basin artists on tour.	To increase opportunities for Basin artists, performers and writers to tour shows or workshops in the Basin.	Provide funding for a Basin tour.	Tour funded.	Projects funded.
	To increase public awareness of successful Basin production.	Tour advertised.	Basin tour travels throughout the Basin.	Basin tour completed.
4. **Mentoring/Master Classes:** **Budget: TBA** - To provide resources for artistic/cultural/heritage professional development.	To assist individuals and community arts, culture and heritage organizations to provide arts, culture and heritage mentoring and/or master classes to community members.	Applications made available throughout the Basin and reviewed by the Sector Committee.	Funds distributed.	Projects funded.
5. **Arts Council Development:** **Budget: TBA** - To provide resources to build capacity within Basin Arts Councils.	To provide organizational development and workshops for Basin Arts Councils.	Applications made available and reviewed by the Sector Committee.	Funds distributed.	Projects funded.

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6. ArtSmarts in Schools: **Budget: TBA** - To provide resources to Basin schools to enhance arts-related activities that are linked to educational outcomes.	To provide arts, culture and heritage training directly to students in Basin schools by professional artists.	Information and applications made available throughout the Basin. Proposals will be reviewed and selected by an adjudicating committee consisting of ArtStarts in Schools staff, Basin educators and artists selected by ArtStarts and the Cultural Alliance.	Grants disbursed.	Grants disbursed.
7. Basin Cultural Conference. **Budget: TBA** - To provide resources for an arts, cultural and heritage Basin wide conference.	To hold a Basin-wide conference in Kimberley, B.C. in October 2004 with a view to expanding public awareness and building stronger partnerships among Basin artists, arts, cultural and heritage organizations. To enhance professional training through workshops for Basin artists, arts, cultural and heritage organizations. To provide a forum for exhibiting the results of community projects that received funding from the CKCA. To increase the capacity of Arts Councils to develop and administer programs. To increase the sense of residents and artists of being part of Basin culture.	A call for proposals will be sent to all Arts Councils in the Basin, inviting them to undertake administration of this program. Information will be advertised throughout the Basin.	Conference held in Kimberley.	Conference held.
9. Options Program: **Budget: TBA** - To increase accessibility of Basin residents to funding not eligible under existing CBT programs.	To allow accessibility of CBT Arts, Culture and Heritage funds to Basin communities, groups and	Applications will be continuously received and reviewed by the sector committee.	Projects funded.	Projects funded.

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
	organizations.			
Social Program:				
1. **Families:** **Proposed Budget: $90,000.00** - To provide funding for community initiated and supported families' projects most consistent with strengthening Basin families.	To support activities, projects and provide resources to maintain and strengthen the health and safety of families.	Continuation of the annual call for proposal process.	Projects that target healthy families are funded.	Three new projects funded.
2. **Basin Youth in Communities:** **Proposed Budget: $150,000.00** - To address community issues related to youth.	To provide a granting program to encourage the development of youth initiatives, programs and services.	Project ideas will be received in January/February 2004 and invited to apply. Applications will be received and reviewed by the Youth Committee throughout the year.	Projects that assist youth to significantly contribute to their communities are funded.	New projects are funded.
- To support the development of youth leadership.	To provide the opportunity for youth in the Basin to have a meaningful say in the development of services for youth.	Social Sector Committee and Youth Committee will continue to collaborate to develop program.		
- To encourage youth participation in program development, evaluation and implementation.	To encourage the development of leadership skills and community development skills among the youth of the Basin.			
Basin Initiatives:				
1. **Endowment Support to Basin Community Foundations:** **Proposed Budget: $100,000.00** - To encourage the development of Community Foundations in the Columbia Basin to increase the capacity of Basin communities to identify and meet their own needs.	To assist Basin Community Foundations in the development of their endowment funds.	Provide registered Basin Community Foundations $25,000 per year in matching funds for two years.	Registered Basin Community Foundations receive endowments.	Register Community Foundations receive endowments.

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
2. Youth Engagement: **Proposed Budget: $80,000.00**				
Youth Steering Committee: ($20,000) - To provide advice to Columbia Basin Trust regarding youth issues and priorities in the Basin, and build the capacity of young people to be involved in Basin communities and Columbia Basin Trust activities.	To address key issues identified at Basin Youth Action Forum through youth programming.	Develop and enhance existing programs to address key issues from the youth forum.	New programs developed and existing programs enhanced to address key issues from the youth forum.	New programs developed and existing programs are enhanced to address key issues.
Youth Media: ($30,000) - To connect Columbia Basin youth and to exchange information about issues and ideas of interest to youth.	To maintain the Scratch magazine and website to connect Columbia Basin youth and to exchange information about issues and ideas of interest to youth.	Produce and distribute 2 Scratch magazines. Maintain a youth "portal" website and to have the youth magazine on line.	Magazine produced and distributed. Website maintained.	Two magazines are produced and distributed. Website is maintained.
Youth Forum: ($30,000) - To engage Basin youth in networking, building skills for community involvement, and providing input to CBT regarding youth issues and priorities.	To hold educational youth gatherings, which bring Basin youth together to network, discuss issues and opportunities, and build skills for youth leadership, involvement in Basin communities and to participate in environment and water related issues.	Outreach to youth to determine issues and priorities for Basin youth.	Youth forum held and issues and priorities for Basin youth identified.	Youth forum held.
3. Youthlinks: **Proposed Budget: $110,000.00** - To provide Basin youth opportunities to learn about the Basin and its issues while contributing to the well-being of its communities through work on community projects.	To involve 12 youth in a summer experiential learning program about the Basin, and to include youth in communities in the program.	Work with the delivery partner to implement program.	Twelve (12) youth participate in summer program.	Twelve (12) youth participate in full Youth Links summer program. Other youth participate throughout the Basin

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
4. Youth Community Service Award: Proposed Budget: $165,000.00 - To encourage high school graduates in the Basin to become involved in their communities through service.	Provide one award to a grade 12 student who has demonstrated significant community service in each of the 20 high schools in the Basin. Commitments to previous awardees kept.	Award information is advertised. Applications made available throughout the Basin. Applications are reviewed and adjudicated. Past awards reviewed to ensure Attendance at post-secondary institution for current year.	Twenty (20) students receive the award for the current year. Up to 60 students eligible for award for years 2 to 4 of post-secondary funding. All students eligible for ongoing awards receive funding.	Twenty (20) students receive the award. Commitments for years 2, 3 and 4 of post-secondary education kept.
5. CBT Water Initiatives: Proposed Budget: $248,000.00 - To ensure that the management of Basin water resources take into account the region's interest in a range of values.	Work with Basin residents to build an understanding of and capacity to deal with water related issues in the Basin	Based on consultation with Basin residents, develop an education strategy that identifies specific activities that will help build community capacity around water issues in the Basin. Gather, build and support a variety of water related resource materials and educational initiatives that will help build community capacity around water issues in the Basin. Support organizations to develop and deliver information and educational activities that are consistent with this strategy. Develop water advisory council with a range of expertise water related issues that will provide advise to the CBT and it's partner organizations.	Education strategy to build community capacity around water issues created. Water related resource materials and educational initiatives created. Organizations supported and actively delivering water related educational material/activities Advisory council developed and fully functional.	Education strategy Complete Phase 2 of Water Education Strategy completed. Development of Phase 3 initiated. Various organizations in the Columbia Basin are actively delivering water related educational initiatives/activities. Advisory Council membership and recruitment completed. Council is actively working on assisting the CBT to define issues around the re-negotiation process of the CRT (including opportunities to ensure Basin communities are engaged) as well as assisting the CBT to develop a framework and strategy

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
				around building a Basin wide Water Network
	Support the development of a network of organizations working on water initiatives in the Basin	Identify organizations that might partner with the Columbia Basin Trust on water related initiatives.	Formal and informal relationships developed with organizations	On-going relationship building with various organizations
		Build relationships with organizations that are interested in water related initiatives.	Network developed and operating.	Strategy document and framework for the creation of a formal network developed. Initiate the development of the network.
		If appropriate, create a formal network of organizations that work cooperatively on Basin water initiatives.	Facilitation and convening of water forums is occurring.	Continued facilitation and convening support to a variety of Basin water forums.
		Convene, facilitate, and participate in watershed or Basin level forums.		
	Strengthen the participation and influence of Basin residents in water related processes in the Basin.	Develop a plan to assemble Basin residents' views and values regarding water in preparation for inclusion in any renewal, renegotiation, or termination of the Columbia River Treaty.	Plan Developed.	Develop policy and a strategy for this key strategy.
		Ensure Basin residents' views and values are adequately considered in various water initiatives in the Basin.	Residents views and values are adequately considered.	Develop policy and a strategy for this key strategy. Participate in various forums and initiatives to ensure that Basin resident's views are being considered.
		Establish relationships with various organizations and regulatory bodies to ensure Basin residents' views and values with respect to water are adequately considered. This includes building relationships within the Basin in Canada and the U.S. portions as well as relationships with provincial	Relationships established and Basin residents' views are adequately considered.	Identification of key organizations and regulatory bodies. On-going building of relationships.

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
		and federal agencies.		
6. **Land Conservation:** **Proposed Budget: $250,000.00** -Support regional multi-stakeholder land conservation efforts, which will assist in maintaining a range of community values on lands in the Basin.	Support collaborative multi-stakeholder approaches to land conservation in the region.	CBT participating in multi-stakeholder approaches to land conservation in the region.	CBT participates in multi-stakeholder approaches.	CBT participates in multi-stakeholder approaches.
	Participate in Basin land acquisition and/or other land conservation activities.	CBT participating in Basin land acquisition and/or other land conservation activities.	CBT participates in acquisitions.	CBT participates in acquisitions.
	Develop organization policy to further refine land trust initiatives.	Organization policy developed.	Policy is developed.	Policy developed.
Advisory Committee Meeting Costs **Proposed Budget: $40,000.00** The Advisory Committees and Delivery of Benefits Committee is part of CBT's effort to involve residents of the Basin in program planning, implementation and evaluation.	To assist the CBT Board of Directors in setting priorities and in the development, implementation and evaluation of programming.	The Advisory Committees and Delivery of Benefits Committee will meet to assist in setting priorities and in the development, implementation and evaluation of programming.	Number of meetings to be determined.	Number of meetings to be determined.
Community Capacity Building Program: **Proposed Budget: $1,387,000.00** Change direction of Delivery of Benefits program to provide funds for community capacity building projects.	Funding available for community projects that will enhance the social, economic and environmental well-being of Basin communities.	Continue to work with Transition Working Group (and then Delivery of Benefits Group) to develop a new delivery of benefits model incorporating responsive mechanisms for community capacity building.	Projects funded which will support and enhance communities.	At least one community either funded for large project, or projects under way which will be funded when appropriate.